

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

ITW Ramset, Inc.

Kentucky Manufacturing Assistance Center

ITW Ramset Brightens Its Future by Implementing Training Within Industry

Client Profile:

ITW Ramset, Inc., designs and manufactures fastening products used in concrete and steel construction. The company employs 70 people at its facility in Paris, Kentucky.

Situation:

ITW Ramset believes in creating an environment that encourages their people to bring innovative and creative ideas to their business. To support that approach, ITW Ramset's Bryan Flanders wanted to enhance the skills and abilities of his production leaders. Specifically, he wanted to prepare the supervisors and lead associates to effectively identify and eliminate waste within ITW's production system, train and cross-train production operators, and manage employee relations. To accomplish his goals, he chose Kentucky Manufacturing Assistance Center (KMAC), a NIST MEP network affiliate, to deliver training and implementation assistance for a Training Within Industry (TWI) program consisting of three components: 1) Job Instruction (JI) to provide leaders with a standardized method for quickly training workers to perform jobs correctly, safely and conscientiously; 2) Job Relations (JR) to help leaders develop positive employee relations, prevent employee problems from arising and effectively resolve conflicts; and 3) Job Methods (JM) to instill in leaders an 'improvement' frame of mind by identifying opportunities to improve the way a job is done by generating improvement ideas and putting the ideas into practice.

Solution:

KMAC's Lean experts helped ITW Ramset employees understand the concepts of TWI and how to apply the steps by conducting classes followed by events in which ITW Ramset employees applied the lessons learned on the shop floor. During the events, KMAC showed ITW Ramset employees how to use TWI to improve the workplace efficiency by eliminating non-value added activities. This 'training and implementation' approach, meant that leaders not only learned new skills in the classroom but they also immediately applied those skills to identify and make improvements. During a JM event, the participants identified an opportunity to reduce the annual downtime on one system by 104 hours per year resulting in a potential increase in revenue of more than \$150,000 (without overtime) when market conditions necessitate higher production levels.

Results:

- * Projected increase in sales of \$150,000.
- * Realized \$75,000 in cost savings.
- * Improved employee morale.

Testimonial:

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"KMAC's TWI expert helped to give our shop floor leaders the skills and methods to do that. Our leaders learned these new skills and methods and, with help from KMAC, applied them immediately to find and make improvements to our operations."

Bryan Flanders, Material Control Manager